



**EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT**  
JOHN W. MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES  
UNIVERSITY OF MASSACHUSETTS BOSTON

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## **ABOUT the COLLINS CENTER**

The Edward J. Collins, Jr. Center for Public Management in the McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston was established in 2008 by the Deval Patrick Administration to improve the efficiency and effectiveness of all levels of government. The Center's work is primarily focused on governance, performance management and regionalization. Accordingly, the Center has developed a comprehensive set of services to increase the productivity, performance and accountability of government. The Center has provided these services to scores of the Commonwealth's cities and towns, as well as to several state agencies.

The Center is named in honor of Edward J. Collins, Jr., who, throughout his long and outstanding public career, epitomized the spirit and goals of the center for public management that now bears his name. In all of his key positions – deputy commissioner of the Massachusetts Department of Revenue, Saugus Town Manager and chief financial officer of the City of Boston – Ed Collins served as a respected mentor, advisor and friend to hundreds of municipal and state officials. The Collins Center was created in order to continue Ed's tradition of dedicated public service. The Center uses its state funding to maintain its core staff and office operations. The support from the Commonwealth for the Center's programs allows the Center to provide specialized services and expertise to clients which would not otherwise be available and to provide services at reduced or no cost.

**COLLINS CENTER SERVICES AND PROJECTS**  
**JULY 2008 - JANUARY 2012**

**PERFORMANCE MANAGEMENT**

- **MassGOALS Project:** coordinating the design and implementation of a new performance management system for the Commonwealth of Massachusetts, which will be one of the most sophisticated and rigorous state systems in the country. The Center previously worked with the Executive Office for Administration and Finance to lay out the multi-phase, multi-year roadmap for the creation of such a system. The project will enable Massachusetts state government to implement results-driven performance management, government transparency and performance-based program budgeting.
- **New England StatNet:** providing organizational coordination to New England StatNet, a network of municipalities using CitiStat or other performance management approaches. The Center hosted an all-day training program on measuring performance in May 2011 for managers that drew more than 120 representatives from New England municipalities, state agencies and non-profit organizations. The program was sponsored in conjunction with the Rappaport Institute for Greater Boston at Harvard's Kennedy School of Government and the Pioneer Institute for Public Policy Research.
- **Consulting:** analyzing and reviewing the city of Hartford, Connecticut's data-driven management system, known as "HartStat." The Center also advised the city of Boston on the content and format of its "Boston about Results" quarterly performance reports and is developing a "CitiStat assistance program" to help municipalities start or improve their Stat programs.
- **Training:** training Massachusetts state employees in the techniques and goals of performance management as the Commonwealth prepares to implement MassGOALS; planning a conference in February 2012 to present the MassGOALS program; offering an online course, ***Performance Management in Government and Non-Profits*** four times a year; included a performance management component in the Center's new professional development program for municipal employees; planned and presented panel on "Performance Management for Municipalities" to attendees of the fifty-fourth Annual Meeting of the Massachusetts Municipal Personnel Association; recruited participants for and moderated a panel presentation on the use of performance management techniques in municipalities for the New England Government Finance Officers Association; delivered two presentations on performance management at the Massachusetts Association of School Business Officers' annual meetings; and presented on the lessons of local performance management systems to an audience of federal government officials as part of a panel organized by the Mitre Corporation.

- **Report to the Obama Administration:** authored the report, *Performance Management Recommendations for the New Administration*, released by the IBM Center for The Business of Government.

## GOVERNMENT SERVICES

- **Charter Reform:** currently providing charter reform assistance to the city of Northampton and the towns of Sterling and Southborough. The Center has also provided charter reform assistance to the cities of Somerville, Everett, Holyoke and Newburyport, and the town of Hubbardston.
- **Municipal Recruitment:** presently assisting local screening committees with searches for town managers/administrators for Framingham, Burlington, Belmont and Hanover, as well as for the Ipswich Fire Chief and Wilbraham Police Chief. Conducted successful searches for town managers/administrators for Chatham, Winthrop, Princeton and Plymouth; the first Chief Administrative and Financial Officer in the history of the city of Springfield; the Worcester City Treasurer/Collector; the executive director of the Essex Regional Retirement Board, and the South Hadley District #1 Fire Chief. Working with UMass Boston's Career Services as well as the College of Management to recruit students to the public sector. Three of the Center's former research assistants are now municipal employees – in Lowell, Somerville and Provincetown.
- **Municipal Turnaround Management:** provided budgetary and management advisory services to the city of Lawrence, saving the city \$2.4 million. The Center also was retained by the state of Rhode Island to support the receiver appointed by the Governor for the city of Central Falls.
- **Management Assistance:** assisting the Littleton Fire Department develop a strategic plan; reviewing the management structure of the town of Hanson's financial and land use departments; conducting a study for the town of West Boylston to determine whether it is eligible for membership in an economic target area; facilitating collective bargaining negotiations with Chelsea's unionized municipal employees and conducting an Information Technology (IT) assessment for the town of Norwell. Studied the potential for city/town-school consolidations for the town of Ipswich and the city of Westfield; wrote a report on the management organization of the town of Sherborn; reviewed the management, organizational structure and personnel policies of the town of Ashby; helped the city of Lawrence establish a consolidated finance department; moderated public forums on the development of the town of Georgetown's budget; conducted pay and classification studies for the towns of Hudson and Longmeadow; reviewed the school nursing program for the city of Chelsea; analyzed municipal job descriptions for the town of Seekonk; conducted a needs assessment for the Marshfield Council on Aging; and completed IT assessments for the towns of Ipswich and Middleborough.
- **Metro Boston Homeland Security Center of Excellence:** partnering with the Boston Fire Department and other area departments to establish the Metro Boston Homeland Security

Region's Center of Excellence. Assisting in the regional planning process to guide the development, implementation and enhancement of homeland security initiatives for the region's public safety agencies.

- **Interim Management:** retained by the towns of Hopkinton and Princeton to provide interim town management services and by the South Hadley Fire District #1 to provide interim management. Provided special project assistance to the town of Grafton.
- **Conference for New Mayors:** held the second biennial leadership conference for the Commonwealth's newly-elected mayors on December 3, 2011. Eleven newly-elected mayors attended the event.
- **Federal Stimulus Municipal Grant Coordination:** helped 65 Massachusetts municipalities successfully apply for over \$8 million in federal stimulus funds. The Center also helped the city of Lowell win a \$5 million grant from the federal Department of Energy.
- **Municipal Finance:** convened a group of municipal finance officials from thirteen municipalities to discuss common and long-term local fiscal challenges.

## REGIONALIZATION

- **Enhanced Regional 911:** assisting the State 911 Department develop regional Public Safety Answering Points and enroll additional communities in the Commonwealth's several new Regional Emergency Communications Centers by providing advice to local governments, including the Essex and Plymouth County Sheriff's Departments and the city of Springfield. Also conducting an analysis of what approaches in this area were successful and what barriers exist to the establishment of such regional centers.
- **Inspectional Services:** worked with the Merrimack Valley Planning Commission to establish a regional inspectional services program to streamline processes and pre-qualify inspectors.
- **Town Administrator Sharing:** the towns of Ashby and Ashburnham are now saving costs by sharing a town administrator, based partially on the Center's recommendation.
- **Regionalization Advisory Commission:** staffed the Regionalization Advisory Commission, chaired by the Lieutenant Governor, which issued a number of findings about how regional and inter-municipal collaboration could help Massachusetts cities and towns achieve economies of scale and deliver services more effectively and efficiently.
- **Regional Health Department:** assisted the Merrimack Valley Planning Commission in the establishment of a regional public health initiative for Amesbury and Salisbury.

- **Martha's Vineyard Study:** inventoried and compared how municipal services are delivered by the six towns and regional entities located on the island of Martha's Vineyard.
- **Quaboag Valley Communities:** worked with six communities in central Massachusetts to develop shared services and regional solutions in the areas of purchasing and personnel policy development.
- **Regionalization Opportunities Survey Instrument (ROSI):** developed ROSI, which will help communities think strategically about regionalization and service-sharing opportunities.

## EDUCATION AND TRAINING

- **Online Course:** offering the first in a series of online, professional development courses, *Performance Management for Governments and Non-Profits*, which has attracted students from around the world and from both non-profit and governmental agencies.
- **Supervisory Leadership Development Program:** initiated a new educational program for municipal managers and supervisors in collaboration with the Massachusetts Municipal Association, the Massachusetts Municipal Personnel Association and the Department of Workplace Learning and Development at the University of Massachusetts Amherst.
- **Public Management Program:** offering a professional development course for municipal employees, covering such topics as municipal government and financing; budgeting, communication and administrative skills; human resource management; use of performance management and leadership and organizational training. Retained by Lowell to provide course to 25 self-selected employees.
- **Public Safety Training:** developed lesson plans and delivering training on the handling of hazardous materials to the fire departments in the Metro Boston Homeland Security Region (700 trainees have completed the course thus far); also helping those departments create a leadership training program to prepare senior fire personnel to manage critical incidents; and recently concluded, in conjunction with the Massachusetts Firefighting Academy, a thirteen week training program for municipal firefighters.
- **Boston Police Department (BPD) Training:** Ongoing relationship with the BPD Bureau of Professional Development to conduct training in public management as part of their innovative "Leadership, Command and Management" program for newly-promoted supervisors.
- **Divided Cities Project:** designed and facilitated a workshop on municipal service provision in ethnically and politically divided cities at an International Conference in Mitrovica, Kosovo. The conference was organized by UMass Boston's Moakley Chair of Peace and Reconciliation.

## POLICY and ANALYSIS

- **City 2 Business (C2B):** awarded a grant from The Boston Foundation to help cities preserve and expand their business bases by improving the way municipal governments interact with their small and mid-sized businesses. Produced a “white paper” detailing the C2B approach and developed a prototype of the social media platform. Now working on securing additional funding to pilot and implement the program.
- **Municipal Elections Report:** developing a compendium of elected positions in Massachusetts cities and towns, as well as a history of contested elections and voter participation since 2007.
- **Charter Reform Handbook:** writing a handbook for municipal charter commissions.
- **Charter Database:** compiling a database of all structures of Massachusetts municipalities.
- **ARRA Demographic Analysis:** issued a report, in conjunction with UMass Boston’s Center for Women in Politics and Public Policy, examining which racial, gender and ethnic groups benefitted from jobs created or retained by the American Recovery and Reinvestment Act.
- **Homelessness:** sponsored a seminar on “A Systemic Approach to Solving Homelessness and Other Public Problems” in conjunction with the McCormack Graduate School’s *Give Us Your Poor* campaign to end homelessness.
- **Municipal Health Care Cost Studies:** published two reports dealing with the rapidly escalating cost of providing health care coverage to municipal employees. *The Utility of Trouble: Leveling the Playing Field: Giving Municipal Officials the Tools to Moderate Health Insurance Costs* detailed the more than \$40 million of annual savings the city of Boston could achieve in health insurance costs. The study, which also examined the health care plans of Cambridge, Melrose and Marshfield, followed a report published the previous year, *Controlling the Cost of Municipal Health Insurance: Lessons from Springfield*, which documented the city of Springfield’s cost reductions of \$96 million over five years achieved by joining the state Group Insurance Commission.
- **Compendium of Municipal Reform Ideas:** produced an index listing recommendations to improve the operations of municipalities in the Commonwealth suggested by numerous organizations and research bureaus.